



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

July 21, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

CREATION OF A "CARE FIRST, JAILS LAST" CAPITAL PROJECT FUND (ITEM #21, AGENDA OF APRIL 20, 2021)

On April 20, 2021, the Board of Supervisors (Board) adopted a motion by Supervisors Solis and Kuehl, and amended by Supervisor Mitchell, instructing the Chief Executive Officer (CEO) to report back in 60 days on how the "Care First, Jails Last" Capital Project and any other projects related to the closure of Men's Central Jail (MCJ) will be subject to Los Angeles County's (County's) Community Workforce Agreement. As part of that motion, the Board further requested that the report back should also include options for the County to set a higher local and targeted worker hire goal for disadvantaged workers, with a special effort directed at recruiting formerly incarcerated residents, and should consider examples of County projects where the local and targeted worker hire percentages achieved were substantially higher than the 30 percent and 10 percent standard, respectively, including exploring best practices established by the Health Innovation Community Partnership (HICP) around the LAC+USC Medical Center.

Community Workforce Agreement (CWA)

On November 20, 2019, the County executed a Community Workforce Agreement (CWA) with the Los Angeles/Orange Counties Building and Construction Trades Council (Trades Council) for specified capital projects to provide for the orderly settlement of labor disputes and grievances without strikes or lockouts, and to maximize the economic development opportunities for residents and businesses located within the County. Additionally, this agreement mandates the hiring of local and targeted workers throughout the County to, at a minimum, meet the goals specified in the Board's adopted Local and Targeted Worker Hire Policy, and to encourage participation in proposed construction projects by local small businesses, disabled veteran-owned businesses and social enterprises.

On December 17, 2019, the Board adopted a motion by Supervisor Solis to amend the CWA to include a streamlined process, which allows the Board to include new capital projects in the CWA by way of Board motion and a subsequent letter from the CEO to the Trades Council. As the MCJ Closure Workgroup recommendations are implemented leading to a depopulation of MCJ and eventual closure, any capital projects that are approved by the Board to further this effort can be added to the CWA in this manner.

On May 18, 2021, the Board also directed the CEO, in collaboration with County Counsel and the Department of Public Works (PW), to report back to the Board in 90 days with recommendations for the negotiation of a Countywide CWA for the Board's consideration and approval. These recommendations will include the development of a Countywide CWA policy that will provide guidance for project inclusion, construction value thresholds, and will define terms and conditions in accordance with best practices and lessons learned from the project specific CWA's currently in place. Once this Countywide CWA policy is adopted, future capital projects that meet the policy requirements will be subject to its terms, which may include any proposed projects related to MCJ closure.

Disadvantaged Workers under the Local and Targeted Worker Hire Policy

On September 6, 2016, the Board adopted a motion by Supervisors Ridley Thomas and Solis to create the Countywide Local and Targeted Worker Hire (LTWH) policy. In general, projects with a budget greater than \$500,000 and less than \$2,500,000 have a 30 percent best efforts local hiring goal, and no targeted worker requirements. Projects with a project budget greater than \$2,500,000 have a mandatory requirement to meet the 30 percent local and 10 percent targeted hiring goals. The LTWH policy defines a Targeted Worker as an individual who is both a County resident and one who faces barriers to employment, including those individuals that have a "history of involvement with the criminal justice system." Additional targets are not mandatory; however, the Board may direct an additional percentage above the mandated standards be set as an aspirational goal for specific projects.

Potential Options to Increase Best Effort Goals for Local and Targeted Workers

In addition to the traditional methods for local and targeted worker outreach, there are recommended approaches for outreach to disadvantaged workers. For example, the Alternatives to Incarceration (ATI) workgroup formed in February 2019 developed and approved 114 recommendations, all of which focus on providing "care first" to vulnerable members of our community. The ATI workgroup's recommendations for recruiting formerly incarcerated individuals include providing paid training and living wage jobs and creating an employment pipeline for formerly incarcerated individuals by developing partnerships with the State Department of Occupational Rehabilitation and community colleges throughout the County. These approaches were utilized for the LAC+USC projects, and as a result, the LAC+USC projects exceeded the LTWH aspirational goals for entry level construction jobs and increased the number in highly specialized skilled jobs.

Best Practices Established by the HICP for the LAC+USC Medical Center

The HICP, established in 2017, was created to promote and advance health, wellness, and economic well-being for the eastside communities of Boyle Heights, Lincoln Heights, El Sereno, City Terrace, East Los Angeles, and Northeast Los Angeles, with a special focus on the area surrounding the LAC+USC Medical Center campus. The HICP is an inclusive and dynamic civic engagement process for community stakeholders to shape and support innovative partnerships, policies, development, and programs that address community needs with a healthcare perspective. The HICP strives to build a focus-driven collaborative of public, private, and community partners.

On November 12, 2019, the Board approved a motion by Supervisor Solis to establish a LTWH Program aspirational goal of an additional 20 percent over the mandated 30 percent for local California worker hours performed for certain LAC+USC Medical Center capital projects. To meet the increased goals, PW contracted with a Jobs Developer to assist project contractors and job coordinators working on the LAC+USC Medical Center capital projects with increasing their local California worker hours by creating a workplan that identifies local sources of labor; providing a resource dashboard with real-time, project-specific job opportunities for the public; providing monthly reports on meeting LTWH goals to PW, the First Supervisorial District, HICP and other pertinent County and Community stakeholders; identifying opportunities for improvement; and reporting on lessons learned. Furthermore, the Jobs Developer began working with internal and external partners to provide services for prospective candidates that inquired about employment opportunities on the LAC+USC Medical Center capital projects, and conducted in-service trainings and special programs on becoming a skilled laborer for prospective employment on County construction projects.

The desired outcome of these efforts is to better understand the availability of local labor, increase vocational awareness, and improve opportunities for local communities to directly benefit from the projects constructed in and around their neighborhoods as envisioned by the HICP. Therefore, as future projects on the LAC+USC campus and within surrounding communities develop, the Jobs Developer may also extend insight into other emerging projects to better understand the larger dynamics impacting the construction industry and local labor market.

Conclusion

Recommendations for the development of a Countywide CWA policy are forthcoming (anticipated in August 2021), which will provide guidance for CWA project inclusion. Additionally, the current LTWH policy defines a Targeted Worker as an individual who is both a County resident and one who faces barriers to employment, including formerly incarcerated residents. Any future Care First, Jails Last projects should utilize best practices established by the HICP and lessons learned from the LAC+USC projects to improve opportunities and outcomes, including the use of a Jobs Developer, engagement opportunities, a resource dashboard, and development an employment pipeline through

Each Supervisor
July 21, 2021
Page 4

partnerships with the State Department of Occupational Rehabilitation and community colleges.

Should you have any questions concerning this matter, please contact me or Vanessa Moody, Acting Assistant CEO, at (213) 974-1360 or vmooddy@ceo.lacounty.gov.

FAD:JMN:VBM
MJD:AD:ns

c: Executive Office, Board of Supervisors
 County Counsel
 Health Services
 Public Works
 Workforce Development, and Aging and Community Services